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HUD/1969-1972



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HUD Challenge

U. S. Department of Housing and Urban Development

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PAGE 18: Under an experimental management contract with Shannon & Luchs, Washington, D.C. realtors, HUD is evaluating the effectiveness of private management of public housing.

PAGE 22: In Huntington, W.Va., the code enforcement program administered by an active commissioner has served to almost eliminate blight in the town over the last few years.

PAGE 25: Mass transit problems and their solutions are a major concern of city planners, city dwellers, and now of the U.S. International Transportation Exposition, TRANSP0 72.

NEXT MONTH:

An interview with HUD General Counsel David O. Maxwell describes the "law firm" at HUD and how it affects housing law and legislation. Other articles will deal with voluntary action projects around the Nation.

COVER: A stylized portrait of HUD Secretary George Romney.

looking ahead

New HUD Office Focuses on Environmental Planning

A new office within HUD will reflect the increased government emphasis on environmental controls and planned areawide development. The Office of Community Goals and Standards, part of HUD's Office of Community Planning and Management, will be responsible for implementing the Department's policies and regulations in compliance with the provisions of the National Environmental Policy Act. This Act requires Federal agencies to make thorough environmental analyses and evaluations of proposed projects, prepare detailed critiques, and distribute them for comment to other Federal agencies concerned with the projects. The new office will also be responsible for supervising and coordinating all HUD environmental standards, in addition to those mandated by other Federal agencies which affect HUD programs. Acting Director Arthur C. Troilo, formerly Special Assistant to HUD Secretary Romney, is operating head of the new office.

On-the-Job Training in Baltimore

To teach vocational skills to 150 minority residents of the Baltimore area and encourage their employment by minority contractors, a six-month experimental on-the-job training program is underway there. Under a \$299,940 contract with HEW and the U.S. Department of Labor, the Community College of Baltimore will provide training in the construction trades in federally financed and subsidized housing projects. In addition to training and education, the program conceived by HUD will help further the objectives of HUD's Project Rehab—to involve inner city residents in rehabilitating housing in their own areas. Forty percent of the trainees are veterans since American involvement in the Vietnam war.

Expanded HUD-FHA Hospital Facilities Program

Communities in need of additional hospital facilities will benefit from a change in the HUD-FHA mortgage insurance program for hospitals. The program will now permit proprietary or profit-making sponsors to apply for mortgage insurance if they can prove a need for new or better hospital facilities and that they can properly operate the hospital. Until recently, HUD-FHA mortgage insurance for hospital facilities was limited to nonprofit sponsors, such as church groups, unions and fraternal organizations. Since its inception under the National Housing Act of 1968, HUD-FHA has issued commitments covering 43 hospitals with mortgages ranging from \$360,000 to \$29 million.

Conciliation Agreement Involves Sensitivity Training

In Denver, an innovative approach was written into a conciliation agreement involving a violation of Title VIII of the Civil Rights Act of 1968. The respondent, who had discriminated against renting to a Mexican-American family, agreed to attend a three-day sensitivity session on "The Mexican American and his Culture," sponsored by the U.S. Civil Service Commission in Denver. This was the first time that someone other than a Federal employee attended a Civil Service Commission-sponsored sensitivity session. As part of the agreement, the respondent was also willing to submit to the HUD Assistant Regional Administrator for Equal Opportunity his reaction to the workshop and a description of the ways he intends to improve his attitude toward the Spanish-speaking community in which he lives.

Updated Registry of Black Specialists

A registry of black businessmen and professionals in the field of housing and urban development will be prepared by the National Urban League Development Foundation under a \$390,000 HUD contract. Covering vital information on blacks in 60 cities, the listing is intended to ensure more effective use of minority individuals and establishments in acquisition, development, sale, maintenance, and repair of federally assisted housing, consulting and planning in model neighborhoods, and design of new housing. The new registry will update and expand information contained in the six-volume Registry of Minority Contractors and Subcontractors prepared under a HUD contract and published in August 1970. A contract for preparation of a similar registry of Mexican-Americans is pending.

New Products from Unwanted Refuse

Compressed old newspapers can become interesting new products—for example building blocks, says Meyer Steinberg of the Brookhaven National Laboratory in Upton, N.Y. A researcher at the laboratory took an old newspaper, compressed it with 1,000 pounds of pressure, strengthened it with plastic, and came up with a thin newsprinted slab that could be used for panels and floors, according to Steinberg. Another experiment, reported by the *Philadelphia Inquirer*, also attempts to recycle garbage into usable products. Called "gastic," the mixture combines beer bottle glass and plastic fused together by a brief exposure to gamma radiation. The result is a strong, non-radioactive product that could be used for sewer pipes.

The year 1971 marked the completion of nearly three years of effort to organize the Department of Housing and Urban Development along functional lines and to decentralize its operations to provide more effective service to local communities.

In 1969, the Department was a top-heavy, uncoordinated, bureaucratic conglomerate, with each part nearly autonomous, replete with confusing red tape, lengthy processing, and inefficiency. We now have a Department where all related functions are grouped to provide a more efficient and meaningful operation. With the opening of 16 additional Area Offices last year, we have a field organization which responds more knowledgably and quickly to local needs. In 1970, we opened 23 Area Offices and increased to 10 the number of Regional Offices with the same geographic boundaries as other Federal human resource agencies.

One of our first steps was to realign the

Accomplishments of HUD

By Secretary George Romney

HUD Secretary George Romney and Under Secretary Richard C. Van Dusen confer in Romney's Washington office.



Department by placing all housing production and housing management functions together. In 1971 we took the community development assistance programs, administered by three assistant secretaries, and put them under one assistant secretary. All community planning and management programs were grouped under another assistant secretary. Responsibility for housing management activity—which assumes growing importance as almost a half million units of federally assisted housing are added annually to the Nation's housing stock—was placed under an assistant secretary.

Housing Production

In 1971, as in each of the past two years, the level of assisted housing rose to new records. In 1969, we broke every record for the construction of assisted housing for low- and moderate-income families with the production of more than 186,000 units. This record figure rose to more

than 400,000 in 1970, and we expect the 1971 production of assisted housing to reach that figure or higher.

Project Rehab, which was launched in 1970, continued to develop last year to the point where there now are 26 cities involved. Approximately 27,000 units of absentee-owned inner city housing are being rehabilitated. The program also provides job opportunities for inner city residents and minority contractors.

In 1971 we changed the construction cost limits for public housing. In the past, the national cost limit—set by legislation—was \$4,200 per room. There were slight exceptions for high cost areas and housing for the elderly. The new cost limits are based on a living unit basis and are related to estimated costs for comparable construction in a given locality.

The pace we set in the production of assisted housing, coupled with the numerous steps taken by this Department to support the mortgage market, made it possible for the housing industry to achieve an all-time record of over two-million units in 1971.

During the last three years, HUD's Government National Mortgage Association (GNMA) provided \$12.5 billion in assistance, which aided in the financing of 660,000 units of housing—most of them for lower income families. This assistance came through the use of the new mortgage-backed securities and Tandem Plan programs.

Operation BREAKTHROUGH

Another HUD effort to assist housing—and one with tremendous long-range potential—is Operation BREAKTHROUGH. This research effort to develop an industrialized housing industry is moving toward completion on nine sites around the country. The completion of 2,800 units of BREAKTHROUGH housing in 1972, however, is only the tip of the iceberg. Evidence already in shows that BREAKTHROUGH has spurred greater change in the housing industry than it ever before experienced.

Some of the beneficial, long-range effects now apparent are:

- Twenty States have enacted legislation by which State-approved housing is accepted everywhere in the State.
- Nearly 90 labor contracts have been signed setting wages at the factory level rather than the higher craft levels in the field.
- Highway shipping costs for modular housing have been rolled back.
- Two States—Michigan and Massachusetts—have undertaken to finance BREAKTHROUGH housing.

HUD/1969-1972



Before and after photographs of a building rehabilitated under Project Rehab in Pittsburgh, Pa., by the Allegheny Housing Rehabilitation Corp. Pittsburgh is one of 26 cities and 27,000 housing units that have benefited from this program.



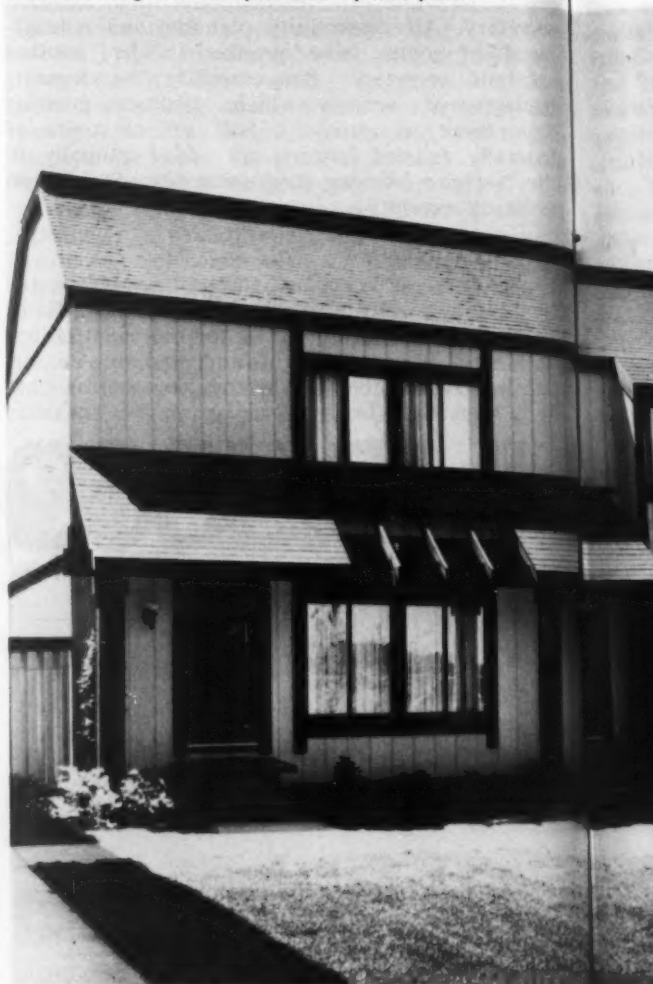
- Many companies are moving to industrialized housing as they enter the housing field or expand existing housing businesses.

The most dramatic evidence of the effects of the program is the growing number of units of BREAKTHROUGH-approved housing on many sites around the country. Five thousand such units are committed for construction and by the end of 1972 there will be 25,000 such units.

Housing Management

Having recognized the growing significance of housing management as we assume responsibility for more and more federally assisted units, the Office of Housing Management has concentrated on improving housing management and developing effective tenant-management relationships.

These contemporary units are the first homes completed for Operation BREAKTHROUGH. On August 26, 1971, four modules built by Levitt Building Systems Inc., were delivered to the Kalamazoo, Mich., BREAKTHROUGH site and mounted the same day. Each of the two-and three-bedroom woodframe units has a downstairs living area that opens onto a private patio.

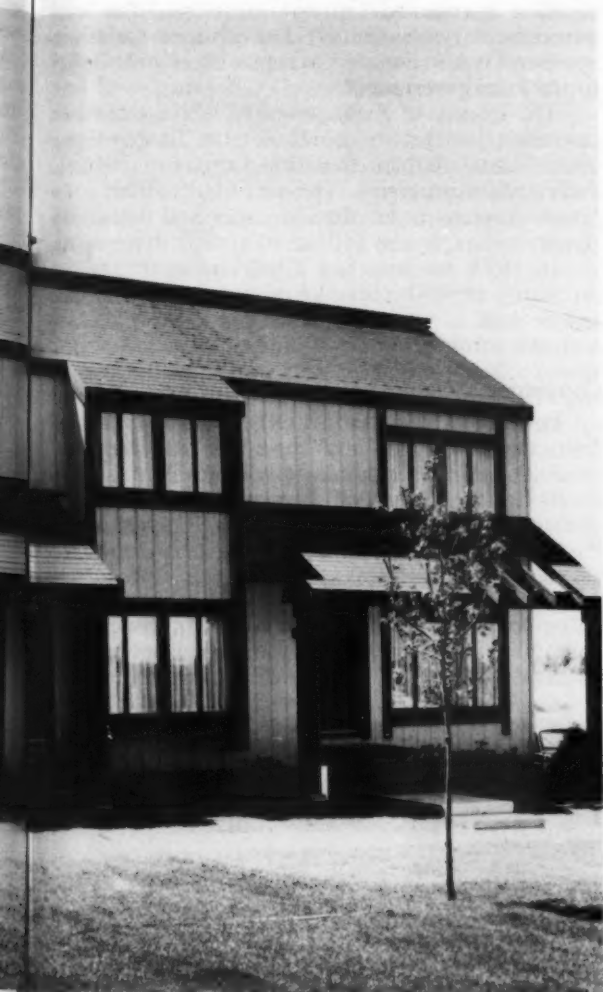


In the area of housing management, we have undertaken to help establish a prototype training center for housing management. The need for trained personnel in this field is staggering. By 1980, there will be approximately 5 million government-assisted rental housing units under management, housing 20 million people. To preserve these units will require at least 60,000 professionals by 1980. There are an estimated 20,000 housing management professionals working today.

Policies have been formulated to encourage tenant participation in the management function and we have issued a model lease and grievance procedure which recognizes both the basic rights and responsibilities of tenants and management.

We have developed new procedures and assist-

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EQUAL HOUSING OPPORTUNITIES

will soon go into effect officially. These criteria will help us identify those proposals which will best foster the goals and policies of our housing programs and will provide our field offices with a uniform, institutionalized method of considering the impact of our assisted projects in the areas for which they are planned.

Coupled with these project selection criteria are guidelines for the affirmative marketing of housing. The existence of new low- and moderate-income housing outside areas of minority concentration is of no value to those who need it, if they are not aware that it is there and that it is available to them. These guidelines will require applicants for mortgage insurance to carry out an affirmative program to attract buyers or tenants of all races.

We also have developed project selection criteria for various community development programs which favor those communities in which there has been a nondiscriminatory expansion of the supply of low- and moderate-income housing, or which have a realistic plan to expand the supply of such housing outside low-income or minority areas.

In 1971 we also launched an information program east of the Mississippi through television, radio, and the newspapers to make people aware of the opportunity to get action on housing discrimination complaints. A toll-free telephone number makes it easier for people in the eastern half of the Nation to pass on to us complaints of discrimination. This program will be expanded to nationwide coverage.

Earlier, we completed two projects which we are sure will have long-range benefits. We developed the first nationwide registry of minority contractors and subcontractors, which was widely distributed to Federal procurement and contracting officers and State agencies. We also developed the first manual on minority business opportunities, telling small and minority group businesses and professionals how they can become involved in HUD programs. Then we conducted workshops around the Nation to explain these opportunities to more than 40,000 businessmen and professionals.

ance, which are designed to prevent future and cure existing financial problems facing assisted housing projects and we are seeking innovative approaches to public housing management.

Equal Opportunity

In the field of Equal Opportunity, our earlier efforts were greatly strengthened and accelerated by President Nixon's historic statement of last June 11 on equal opportunity in housing. This statement laid out and dealt with these complex issues candidly and thoroughly. It enunciated policies capable of achieving meaningful progress in establishing equal opportunity and freedom of choice for all in housing.

In the wake of the President's statement, HUD enunciated project selection criteria—which

Community Development

In 1971 we grouped all the Community Development programs under one assistant secretary to attain better coordination of Federal assistance to communities. This means that we now have under one office—instead of the three in the past—Urban Renewal and all its subsidiary programs, Model Cities, Water and Sewer Grants, Neighborhood Facilities Grants, the Legacy of Parks program, Public Facility Loans, and Rehabilitation Loans.

Two steps were taken in 1971 to improve our service to local communities. Under the annual arrangements process we negotiate an agreement with the chief executive of the locality earmarking resources from all HUD programs to assist the community in developing its locally developed improvement program. More than a dozen cities and one Indian reservation are now involved in annual arrangements. The planned variations two-year demonstration program is a modification of the Model Cities program, giving 20 cities greater flexibility in the use of Model Cities funds. Sixteen of these cities are able to use the Model Cities approach on a citywide, rather than neighborhood, basis. All 20 cities will undergo less oversight and review.

Three years ago, we inherited a Model Cities program which bypassed and alienated State governments, weakened local governments, and distorted local priorities to make them fit into the categorical niches of Federal programs. We have

turned the program around so as to involve the State and to increase the capacity of State and local governments to set their own priorities and meet their own problems. Effective citizen participation is required but not substituted for local government responsibility. The planned variations approach is a major step in returning responsibility to the local government.

The Legacy of Parks program, which went into operation last July 1, combines the former Open Space Land, Urban Beautification, and Historic Preservation programs. The emphasis of this combined program is to provide parks and recreation opportunities to the people who need them most.

In 1971 we launched a pilot program for the retraining of 400 unemployed aerospace scientists and technicians to qualify them for jobs in State and city administrative jobs.

Community Planning and Management

One of the Department's prime objectives in the past few years has been to improve the capability of States and regional and local governments in meeting their own growth and development needs. Through our Comprehensive Planning program (Section 701), we have provided a great deal of assistance in this area.

We have actively promoted the growth of areawide planning and coordination through our comprehensive community planning programs. We estimate that in the current fiscal year, areawide

LEFT—As one of 20 Model Cities to receive Planned Variation funds, Tampa, Fla., is using its additional funding of \$7.1 million to modernize city government so that community services are improved. Reorganization has brought these services closer to the people, for example in this friendly encounter between Tampa Police Department officials and young Model Cities residents.



planning agencies assisted by HUD will include more than half of the Nation's 3,100 counties and three-fourths of the Nation's population.

The year 1971 was the first year that all metropolitan areas were served by an areawide planning organization. The impetus for this came from statutory planning requirements for Water and Sewer and the Open Space programs and the funds from the 701 program.

In 1971, HUD issued its relocation handbook, which implements the Uniform Relocation Assistance and Real Property Acquisition Act. This provides uniform relocation assistance benefits and requirements for all Federal and federally assisted projects. HUD was assigned a major role in its implementation.

Over the past three years, we have transformed the Workable Program for Community Improvement from a meaningless paper exercise into an effective management tool for HUD and the local communities, as well as a framework for citizen input into basic housing and development decisions. Using the Workable Program as a total approach to community improvement and development, a major effort was launched to help localities modernize their local building and housing codes and to adopt nationally recognized model codes as the standard for community improvement.

In the New Communities program, 1971 saw the creation of the New Community Develop-

CENTER—The first stage of the Cedar Riverside development in Minneapolis, Minn., under the New Communities Program includes the 1,299 units of housing shown in this model. By the spring of 1973, the 11-building area is expected to contain small commercial services, a neighborhood school, and recreation facilities. **RIGHT**—After three years in operation, the National Flood Insurance program has enabled 900 communities in 47 States and Puerto Rico to become eligible for coverage.



ment Corporation, with a five-man board directing the operation. The Secretary serves as Chairman of the Board and General Assistant Secretary Samuel C. Jackson was named by the President to serve as general manager for the Corporation. To date commitments have been issued on seven new communities and two additional commitments will be made in the near future.

Research and Technology

In addition to Operation BREAKTHROUGH, we have a number of other meaningful research programs under way in the housing field.

- A pneumatic solid waste collection system and a total energy system are to be tested at the Jersey City Operation BREAKTHROUGH site.

- A design guide for home safety has been published under a contract with HUD following a nationwide survey of home accidents. This is the first such guide and will be widely distributed to the housing industry.

- The Department has established interim standards of acceptable noise exposure for many of its programs and our research people have developed simplified techniques for measuring noise exposure of potential housing sites.

- An experiment on low-income homeownership potential has resulted in a pilot program to provide adequate assistance to prospective home purchasers. Other studies are going on in the



Secretary Romney, Spanish Minister of Housing Vicente Mortes Alfonso (left), and Spanish Ambassador to the U.S. Jaime Arguelles (right) talk outside the HUD Building during the Minister's tour of American housing in October, 1971.

fields of self-help housing and housing for the elderly.

The Office of Research and Technology also has a number of significant studies under way in the general field of urban problems. One is the Urban Information Systems study, which began in 1970 with six cities working on computer-based municipal information systems. The cities have completed an inventory and analysis of data processing used by cities in their governmental functions. A generalized design of how the computer will be used to improve municipal operations and services to citizens has been completed and will be distributed nationally, as will other project results.

Another is the Urban Observatory program, which includes research and community service projects that already have stimulated changes in city government and university approaches to urban problem solving. A major study is nearing completion on ways to solve the growing problem of housing abandonment.

Insurance Programs

During 1971, our Federal Insurance Administration designed and put into operation a whole

new direct Federal Government insurance program—crime insurance. We had to determine which States had an unsolved problem of crime insurance availability and we had to design a program with insurance available at affordable rates. The new program went into effect last August 1. Sales during the first four months were low and therefore on January 1 crime insurance coverage was improved and is now available at lower rates.

The National Flood Insurance program, which began late in 1968, now has 900 communities in 47 States and Puerto Rico eligible for coverage and 90,000 policies are in force covering \$1.4 billion worth of property.

Riot reinsurance coverage, with more than 400 property insurance companies participating, is now available in 26 States, the District of Columbia, and Puerto Rico. Over \$21 billion of insurance protection is involved. During 1971, FAIR plans were revised and strengthened to assure more convenient access to coverage.

This brief summary is just a glimpse of the work we are doing. In addition we are looking to the future by instituting long-range policies flexible enough to meet tomorrow's needs. ☞

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An award-winning documentary film on new towns has been released by HUD. The film shows the life styles of three new communities that have been assisted by a variety of HUD programs. *Something Old... Something New*, produced under contract with Hearst Metrotone of Washington, D.C., was given a Golden Eagle Award by the Council on International Nontheatrical Events (CINE) and will be shown in competition at international film festivals abroad next year. Narrated by television actor Greg Morris, the film was made to encourage planners in overcrowded areas to plan new towns and satellite cities using HUD assistance, and to encourage people living in crowded areas to consider the contrasting life style offered by a new community. The musical score was composed by Charlie Byrd, guitarist, and recorded by his group.

The Census Bureau reports all city governments in 1969-70 spent \$1.5 billion more than they received in revenues. City revenues totaled \$32.7 billion and expenditures were \$34.2 billion. Compared with the previous year, city revenues rose 10% while expenditures increased 12%.

Local planning agencies, urban renewal agencies, local housing authorities, and Model Cities agencies have deposited funds in minority owned banks in excess of \$19 million. The original goal given to HUD for deposits was only \$5 million.

Dearborn, Mich.'s *Operation Eyesore* has been improving individual lots throughout the city since 1960 with money made available through a land revolving fund. The outstanding feature of the land clearance and rebuilding program is that it has been entirely accomplished without Federal funds or increased taxes. This has meant a small-scale program, but the side effects prove its worth. In some cases residents of the neighborhood, observing the effect of a new home on a previously unsightly lot, have embarked on home improvement projects of their own.

Composition of one-family and multi-family housing is undergoing a steady change, says George Christie, chief economist of F.W. Dodge. He points out that one-family homes represented 70% of the market in the mid-Sixties. "At present the ratio is 65/35 and it is expected to continue in this direction until it becomes 60% one-family and 40% multi-family by 1975," he says. By 1980, housing should be 65% multi-family.

A recent survey shows that of 148 Model Cities communities, 23 are in their third action years, 86 are in their second action years and 39 in their first action year.

The Dodge Building Cost Services Department of McGraw-Hill has detected a decline over the past year in the amount of annual increase in construction costs. The report found that construction costs rose an average 7.8% for the 12-month period ending Sept. 30, 1971. By comparison, the cost of construction labor and materials rose 8.1% during the previous period ended Sept. 30, 1970. According to Dodge, the most significant factor in the current increase was an average 4% rise in building materials costs plus a 10.7 % jump in wages for building trades craftsmen. Craftsmen's wages a year earlier showed a 12.9% rise.

Lester P. Condon has been appointed Executive Vice President for Management and Operations of the Federal National Mortgage Association. Until mid-January Condon was HUD Assistant Secretary for Administration. Condon's appointment is necessitated by the increase in the corporation's mortgage portfolio and the increasing complexity of its operations.

HUD Announced the appointment of James C. Curvey, as Director of Personnel. He is the youngest personnel director currently serving in a Cabinet level Federal department. Curvey, who has been serving as Acting Director since last June, succeeds Arthur L. Tackman, who retired after 32 years of Federal service.

John M. Simmons was named a Director in the HUD Office of Community Development to head the Office of Policy and Resource Development. He will be responsible for directing policy and program development, preparing regulations, and evaluating seven major program areas.

Robert K. Ellis, Rehabilitation Loan and Grants Specialist, Denver Regional Office, has been selected to serve as Housing Finance Expert on a United Nation's Housing Team which will be responsible for setting up a complete housing system for the Kingdom of Jordan. He is the only American in this capacity and serves on a team which includes planners, architects, and engineers.

HUD Challenge is planning a readership survey. Since the magazine started more than two years ago, our readership has increased to approximately 20,000. We want to know what you think of the contents of the magazine and your suggestions for the future. The survey will come to you as a separate mailing with free return postage. In reading this issue, please take the time to consider your reactions to the articles, so that when you will out the questionnaire, your responses will help us to determine your needs and improve our service to readers.



"Census Shows Suburbanites Out-number Residents of Central Cities"... "U.S. Population 73.5 Percent Urban"... "Crowded Housing Units Decline in All Regions of the Country"...

Headlines like these indicate the hunger with which statistics-starved Americans pounce on Census material every 10 years. The data are eagerly digested by economists, businessmen, students, and those looking for a portrait of the American people, where and how they live.

One of the major users of Census information is the government, which is constantly defining and analyzing the needs of its constituents. Since the survey describes households, housing characteristics, and housing patterns, the information is essential to help HUD in determining the effectiveness of existing programs and directions for the future.

Despite the usual tedium that surrounds most mountains of figures, the Census generates excitement because of its uniqueness and scope—it is the most comprehensive inventory of the Nation at a particular point in time. Reported down to such small areas as city blocks, the Census provides details for building mosaic pictures of areas of any size. Comparisons with past counts indicate trends about where the Nation's people are moving—in age, income, housing, and geography.

Since the adoption of the Constitution, the law has required this 10-year population count for the purpose of allocating representation in the House of Representatives. The number of questions and uses of the information since then have expanded beyond any expectations.

The Census of Housing began in 1940. Of the 68 items included in 1970 Census questionnaire, about 30 related to population and the remainder to housing. Whether a question was asked of the entire population or only of a sample depended on the size of the area for which final statistics were to be published. Questions providing information tabulated by city blocks were asked of all people, including about 13 questions on housing. In 1970 city block tabulations extended to all of the urbanized areas around cities of 50,000 or more, rather than just the corporate areas of cities, as in the 1960 tabulations.

In 1970 there are also more comprehensive data about people interrelated with their housing units. For example, housing units with and without plumbing facilities will be tabulated with related items, such as the number of persons per room, rent, value, income, age of structure, and vacancy status. More housing data concerned with minority households are also being processed.

Range of Information

The information produces statistics for

HOW HUD USES THE CENSUS



blocks, tracts, places of 1,000 inhabitants or more, counties, Standard Metropolitan Statistical Areas (SMSA's)—defined as areas containing a central city or cities with a combined population of 50,000 or more and surrounding metropolitan-oriented counties—urbanized areas (UA's), States, and the United States. Between September 1970 and the end of 1972, about 2,500 separate reports will be issued on population, housing, and social and economic characteristics.

While the Census of Population and Housing is conducted every 10 years, the Bureau of the Census takes other censuses and surveys at varying intervals on a wide range of subjects, including business, government, manufacturers, and agriculture. In addition, they publish compendia from a wide variety of sources, such as the annual *Statistical Abstract of the United States*, which includes a section on *Metropolitan Area Statistics* that is reprinted separately. The Bureau also publishes an annual *County Business Patterns* report, a *County and City Data Book* issued every five years, and reports containing Congressional district data.

There is a monthly Current Population Survey for which data are published at varying intervals throughout the year on population estimates and population characteristics, such as family statistics, income, education, and employment. Current housing reports issued by the Housing Division include a quarterly *Housing Vacancy* series (H-111) and occasional *Housing Characteristics* reports (H-121). The Construction Statistics Division publishes monthly construction series that cover *Housing Starts* (C-20) and *Value of New Construction Put in Place* (C-30). Some, like the monthly survey of *Sales of New One-Family Homes* (C-25) and *Housing Completions* (C-22),

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are jointly funded by HUD.

The *Bureau of the Census Catalog*, sold by the Government Printing Office, is issued quarterly with monthly supplements. This catalog describes the printed reports, computer tapes, special tabulations, maps, and other materials and services available from the Bureau of the Census.

HUD has supported work with the Bureau's Census Use Study Division to develop several computer-related tools for handling the 1970 Census data. The geographic base files, for example, relate specific Census information to a computer-based map of metropolitan areas. An extension of this automated system, ADMATCH, enables the merging of local data available by addresses with Census data. This permits metropolitan areas to have a broader base for local analysis which should lead to better housing decisions.

With this system, for example, building permits issued can be cross-tabulated with specific Census information by city blocks. The earliest application of the geographic base files was developed in New Haven with the assistance of HUD funds. The approach is currently being reviewed for accuracy and quality before being widely applied.

In another area, HUD has contracted for a special Census tabulation of 30 Model Cities to analyze the social geography of these areas. Infor-

mation such as homeownership, racial distribution, income, and rental costs will be cross-tabulated on a block level for use in comprehensive planning.

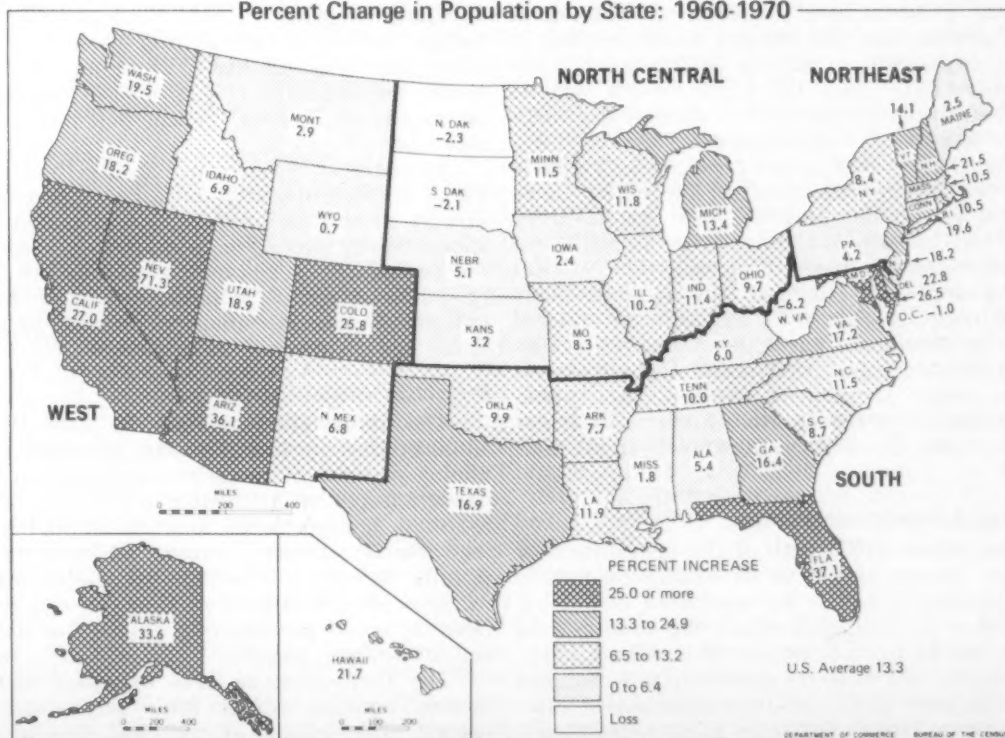
Building a Picture of the Housing Market

Besides these special Census-related efforts, HUD uses Census information regularly in its daily operations. In program and market analysis, speech writing, fund allocations, planning, and equal opportunity monitoring, the Census provides the basic tool for specific data relating to people and their living arrangements.

Using the bedrock of Census data, two offices within HUD build a picture of the housing market that aids HUD officials in making program decisions on the national and local levels. The Office of Economic Analysis in the Office of the Deputy Under Secretary presents an overall aggregate picture of the housing and urban development situation, production, financing, and implications for the future. The Economic and Market Analysis Division of the Housing Production and Mortgage Credit-FHA Office analyzes local housing markets and issues reports that are available to the public.

Housing market analyses have been prepared since 1935 for use by HUD-FHA officials in the field. These comprehensive market studies investigate economic and demographic trends, analyze

Percent Change in Population by State: 1960-1970



housing market characteristics of the area and forecast housing demand, typically for a two-year period. Census data on population, income, household characteristics, and housing inventory are among the data used by economists in preparing these reports.

Between 90 and 100 comprehensive housing market analyses are completed every year. Since 1965 these reports have been published and distributed free upon request to the public. Their use has spread to local businessmen, developers, and planners. For example, about 5,000 copies of the analysis for the Los Angeles metropolitan area were distributed. *FHA Techniques of Housing Market Analysis*, available from the Government Printing Office, explains how the HUD-FHA analysts conduct these studies.

Economists in the Office of Economic Analysis provide HUD officials with monthly information and reports on housing production and mortgage market activity, and community development trends. They prepare background papers on policy and program subjects relating to housing subsidies, tax considerations, mortgage credit and other lending programs. They also assist in preparing the *President's Annual Report on National Housing Goals* as well as economic and financial background reports for the Department's spring budget review.

One of the basic sources of data for all this material is the decennial Census. The Census provides a benchmark indicator of household characteristics and the housing inventory that is particularly useful in helping to determine housing goals. Data from the 1970 Census will be used heavily in preparing the upcoming *Fourth Annual Report on National Housing Goals*.

The Office of Economic Analysis originally developed the projected goal of 26 million housing units for the decade 1968-1978 established by the 1968 Housing Act. Since then, annual housing goals reports have reassessed the Nation's housing needs and reported the progress made toward meeting them. In addition to material from the decennial Census, the Office also relies heavily on data from the Bureau's ongoing sample surveys, other Department of Commerce publications, including the monthly *Survey of Current Business*, and the Federal Reserve System's *Bulletin*.

Looking at Integration Patterns

The picture HUD gets of the distribution of minority groups also depends mainly on Census data. Figures for 1970 are compared with 1960 and earlier to determine where the country's 23 million blacks live among the 203 million American people, and how the distribution is changing in various parts of the country, especially in cities and suburbs. HUD's Office of Equal Opportunity



Some of the publications revolving around the U.S. Census survey.

has received special tabulations under a contract. They show, for all SMSA's and component parts, the distribution of the black population in groups of Census tracts of varying black concentrations.

Early tabulations from the Census indicate racial distribution by "white," "black," and "other." "White" includes people of Spanish-speaking origin; "other" includes American Indian, Eskimo, Oriental, and persons of origin other than white or black. These minority breakdowns are indicated in later Census results. Data on people of Spanish descent will also be available later.

In addition to decennial counts, the Office of Equal Opportunity uses ongoing national sample surveys as sources of information, including the annual *Social and Economic Status of Negroes in the United States*, a combined Census and Bureau of Labor Statistics publication. These help to indicate trends in minority income, education levels, and distribution on a nationwide basis.

Project Selection Criteria

The information is used to help HUD in administering its fair housing programs. Determining patterns of minority concentration is also important for understanding where new housing for these families needs to be built. HUD's housing project selection criteria, which establish a priority ranking for funding acceptable projects, includes several criteria relating to the achievement of equal housing opportunity for minority and low-income families.

The first criterion seeks to assure that low-income housing will be built only where it is needed. The second of the eight criteria favors

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1970 CENSUS OF POPULATION AND HOUSING FINAL REPORTS
Available from U.S. Government Printing Office, Washington, D.C. 20402

Title	Series Number	Publication Date
<i>General Demographic Trends for Metropolitan Areas, 1960 to 1970</i>	PHC(2)	Completed
<i>Number of Inhabitants</i>	PC(1)-A	Completed
<i>General Population Characteristics</i>	PC(1)-B	Completed
<i>General Housing Characteristics</i>	HC(1)-A	Completed
<i>Block Statistics</i>	HC(3)	Completed
<i>General Social and Economic Characteristics</i>	PC(1)-C	Some States issued, completion Spring 1972
<i>Detailed Characteristics (Housing)</i>	HC(1)-B	Some States issued, estimated completion Spring 1972
<i>Metropolitan Housing Characteristics</i>	HC(2)	Some issued; estimated completion June 1972
<i>Census Tract Reports</i>	PHC(1)	Some issued, estimated completion April 1972
<i>Detailed Characteristics (Population)</i>	PC(1)-A	To be issued Spring-Summer 1972
<i>Components of Inventory Change</i>	HC(4)	To be issued late 1972-1973
<i>Residential Finance</i>	HC(5)	To be issued late 1972-1973
<i>Estimates of "Substandard" Housing</i>	HC(6)	To be issued late 1972-1973
<i>Subject Reports (Housing)</i>	HC(7)	To be issued late 1972-1973
<i>Subject Reports (Population)</i>	PC(2)	To be issued late 1972-1973

projects that will not contribute to furthering minority concentration. Census data—providing race, income, vacancy rates, and other housing characteristics—will assist HUD in implementing the decision of the Third Circuit Court of Appeals in *Shannon v. Romney*, which held that HUD "must utilize some institutionalized method whereby, in considering site selection or type selection, it has before it the relevant racial and socio-economic information necessary for compliance with its duties under the 1964 and 1968 Civil Rights Acts."

Census data on racial composition and dispersal will also be used by HUD in implementing its affirmative fair housing marketing regulations. Now in the final stages, these regulations will cover all HUD-assisted housing.

Use in Community Planning

On the local level, individual planning agencies use Census data to help define local and regional problems and formulate program alternatives. Population density, displacement, migration, and socio-economic factors, such as income by race statistics, are used in these analyses.

HUD's Comprehensive Planning Assistance Program (Section 701) allocates funds to the Regions on the basis of need. This is in part determined from Census information concerning population, poverty levels, and housing conditions.

The Office of New Communities Development also uses Census data for projecting growth of population, employment, income, and housing in proposed new communities sites. This information is submitted by public and private developers in both the Pre-Application and Application phases required for requesting assistance under Title VII of the Housing Act of 1970. When these applications are incomplete, the Office also uses Census information to make independent

projections, for example, economic projections. Additional information, such as the Census of Business reports on retail trade, are also used.

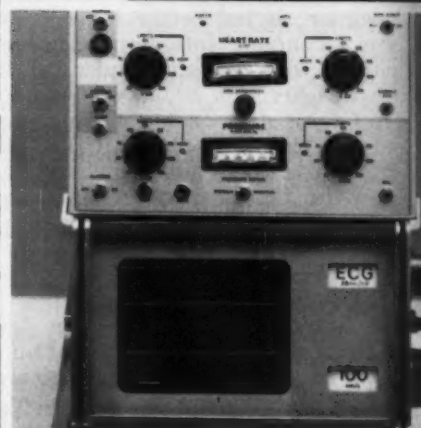
To qualify for Federal aid under the Urban Renewal and related programs, communities must carry out a certified Workable Program for Community Improvement that demonstrates a commitment to overcoming urban decay. One of the essential features of this program is making reasonable provisions for low- and moderate-income housing available on a nondiscriminatory basis. HUD Regional and Area Office officials evaluate the progress of these programs in part by checking them against Census information and ongoing planning surveys for the community. Housing characteristics and supply, minority distribution, new household formations, income levels, and vacancy rates are some of the data also used in these evaluations.

Census data will also be used in formulating patterns for fund distributions under the Administration's proposed Special Revenue Sharing Bill. All formulas for distribution are to be based on conditions of need derived from Census statistics on population, overcrowded housing units, housing units lacking some or all plumbing, and the proportion of families with incomes below designated poverty levels.

Eighty percent of appropriated urban community development Special Revenue Sharing funds would be divided according to a strict statutory formula among the SMSA's. The central cities and other cities over 50,000 would receive an annual share of their SMSA's allocations on the basis of the same formula.

These examples show some of the ways HUD uses Census data in its daily operations. The 1970 Census cost a little over \$200 million—or about \$1 per person over a decade. But it is an invaluable tool in helping HUD to understand the mobile American people, where and how they live. ☺

BUILDING MEDICAL FACILITIES



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The latest innovations in computerized patient monitoring in the Portland (Ore.) Good Samaritan Hospital and Medical Center were opened to patient use in November 1971 as part of a \$2.75 million project. It is among the first of such health care centers to be opened under HUD-FHA's Hospital Program (Section 242), sometimes called the medical facilities program. Under this program HUD-FHA insured a \$1.5 million mortgage.

A 12-bed intensive care unit (ICU) replaced a 10-bed unit located in a section of the hospital which dates back to the turn of the century. A 10-bed intermediate care unit (IMCU), a new concept in health care, serves patients who have passed the critical stage but still require a greater amount of care than general facilities provide. In ICU, the ratio is one nurse to every two patients. In the IMCU the ratio is one to three. In IMCU each bed area is enclosed in a private cubicle which surrounds the central nursing station; one isolation room is also included. Two isolation rooms are included in ICU.

The centralized monitoring system, designed by representatives of the medical staff, can "watch" all 22 patients simultaneously. The system was designed in-house when manufacturers could not meet the desired specifications. The Good Samaritan system provides a continuous scan of a large number of patients, collects monitoring data, detects abnormalities, and notifies with an alarm. It does not attempt to make diagnoses. All 22 beds are prewired for monitoring to allow plugging in portable monitoring units where needed. Each bedside unit connects with the central nursing station, in its respective units, where a small compact group of modules will show status of the electrical distribution system at each bed. At the monitoring stations analog displays on a stationary screen automatically display selected electrocardiograms (EKG's) and all alarm conditions. Paper write-outs of EKG's are available in the central nursing station and are automatically taken upon alarm.

The project also brought the following to the hospital:

- a 14-bed day care unit providing a setting for one-day minor surgical procedures at reduced patient cost. In 1971 this unit won for the medical center the national Gerard B. Lambert Award—one of 10 hospitals so honored;
- an 11-bed isolation unit which is located in a new two-story addition to the six-story main building which houses ICU-IMCU;
- at Wilcox Memorial (obstetrics and gynecology section of Good Samaritan) an entirely new entrance, covered and directly off the parking lot, as well as fire code improvements and updating of delivery room services;
- two new high-speed elevators in Good Samaritan's main building as well as expansion of the main lobby and admitting department;
- improvement of emergency service facilities, and
- a second emergency electrical generator for major hospital services.

The Medical Center also opened a 20-bed progressive care unit to accommodate the ambulatory patient—another means of hospital cost reduction. ☞

1. Just prior to completion of the IMCU, a trio of R.N.'s examines the hazard detector button which detects unsafe electrical connections at the bedside. The three are (left to right) Staff Nurses Sue Frymark, Velda Underhill, and Nancy Towle.
2. Four of the five beds in one bank of the new ICU lead to a view window into one of the two isolation areas in the background.
3. Monitoring functions take place at right in the central nursing station of ICU. Charting and other patient activities take place at the nearby counter.
4. The bedside monitoring unit which measures heart rate and blood pressure will be utilized in bedside areas. The unit also transmits the information along with alarm conditions to the central nursing station.
5. From the centralized monitoring station nurses can view a total of 12 beds.
6. The new ICU Systems Room, housing two computers, is located on the same floor with the units. Shown are Research Assistant Cheryl Marden and Dr. Don Ruchmer, computer analyst for the project.
7. ICU Staff Nurse Cathy Gent, R.N., examines a patient's EKG on the video screen in the central nursing station.

"What Use is Turnkey II?"

Is private management of public housing desirable for this country's local housing authorities? HUD is utilizing the Turnkey II provisions of the 1968 National Housing Act to find out. Turnkey II allows a private management firm to manage properties for a local housing authority.

In Washington, D.C., HUD has signed a \$30,000 Research and Technology demonstration contract with Shannon & Luchs, a private realty firm. It calls for involving the entire resident population of two public housing developments in their daily management. Major aims of the experiment are to determine whether or not the combination of private management and intense resident involvement can improve living conditions, reduce operating costs, avoid costly rehabilitation every few years, and provide a way for residents to have a strong voice in the way they live.

According to HUD Assistant Secretary for Research and Technology, Harold B. Finger, the demonstration, now in its second year, was

renewed in February 1971 "because of the demonstrated success of involving the tenants in the management of the two projects through the work of tenant boards and tenant committees."

The Washington experiment is one of three where Turnkey II has been applied to date as a pilot program that could lead to similar projects elsewhere in the country. Except for Bromley-Heath in Boston and Lafayette Courts in Baltimore, entire tenant populations in public housing developments have not previously had the opportunity to help manage their property. Public housing developments have usually trained and hired individual tenants as resident managers or maintenance men, without, however, involving the entire tenant community.

Two Projects Involved

The Washington demonstration includes Montana Terrace and Sibley Plaza; both four years old with apartments and townhouses of one-to-six bedrooms. They are both owned by the National



Tenants of Sibley Plaza point out areas needing maintenance attention to a member of the Executive Board of the tenants' organization. The Board will later make recommendations to the manager.

Capital Housing Authority (NCHA) but are managed under separate contracts by Shannon & Luchs. Under the NCHA contracts, Shannon & Luchs must operate the properties within the restraints of operating income and Federal subsidies allowed for public housing properties.

Montana Terrace is a 155-unit complex for large families located at 15th St. and Montana Ave., N.E. Significant management problems are created because of the high density and lack of suitable facilities for more than 1,200 children. There is one community room and one small play area.

Sibley Plaza is a 246-unit development providing housing both for the elderly and large families. Located at North Capitol and First Streets, N.W., it has community space and one basketball hoop for outdoor recreation.

HUD demonstration funds totalling \$30,000 provide for training materials and staff to work with the residents: one staff person each at Montana Terrace and Sibley Plaza and one program coordinator who directs the total demonstration. These expenses would not ordinarily be covered by a property's operating budget.

Tenant Initiative

The tenants chose to deal with the complex problems facing both properties by establishing a Board of Directors/Committee structure. Early in 1970 project-wide elections were held and Boards of Directors were chosen by residents. Committee chairmen were chosen from the board membership. Guided by the needs of their particular properties and assisted by the demonstration staff, the tenant committees developed and have carried a large number of programs.

Tenants at both developments have their own courtesy patrols. Residents spend much of their time helping to maintain the buildings. Both properties have resident managers living on the properties. This is unusual for public housing developments of this size in Washington.

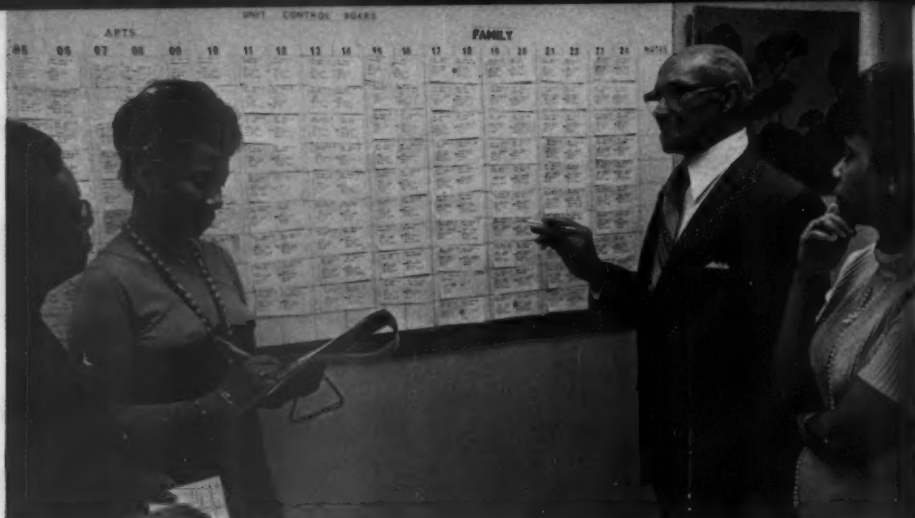
In June 1970, tenants at Montana celebrated their own "Earth Day" by fixing up the proper-



Montana Terrace Resident Manager James McLemore (left) and members of the tenant organization survey an eroded hillside that will soon be repaired and replanted under a grounds modernization program approved by HUD.

ties—planting grass, fixing windows, painting trash cans, and repairing hinges on doors. In October 1970, residents ran their properties for one week. Residents made all the operational decisions, and paid staff were available only to answer questions. At the end of the week, residents said they were interested in trying this experiment again, but they were not ready to run the property themselves.

A \$160,000 proposal for modernization of



the Montana Terrace grounds was prepared by residents this year in consultation with a volunteer architect. The proposal has been approved by both NCHA and HUD.

Shannon & Luchs has created a Specialized Housing Division to manage low- and moderate-income properties. It consists of a tenant relations specialist, property managers, an accounting specialist, a communications specialist, and onsite resident managers. This team uses as needed the rest of Shannon & Luchs' departments. The funds from HUD for the demonstration, however, are earmarked only for the onsite demonstration staff and a portion of the time of the tenant relations specialist who acts as demonstration program coordinator.

How Useful is This Concept?

Three major questions confront LHA's and private management firms who might want to consider following the NCHA-Shannon & Luchs management pattern. The first question, of course, is whether or not the same results can be achieved in public housing without the extra funding. The residents of Montana Terrace and Sibley Plaza feel that the guidance provided by the paid demonstration staff is necessary for two years. After that time, however, the residents feel the demonstration staff could be eliminated when residents are capable of running the developments with the assistance of regular management services provided by Shannon & Luchs.

The second question is why should a private firm choose to manage such housing? What do they get out of it? Shannon & Luchs is in this project because the firm's officers believe that professional management can make a significant contribution to improving the efficiency of managing public housing—and helping tenants to improve their living conditions in the process. Managing public housing in itself will not earn large profits in terms of management fees. But in another way, the company does profit. The



TOP—Sibley Plaza Resident Manager Frances A. Glaude holds a regular morning staff meeting to discuss any problems with tenants. The Unit Control Board contains data on every unit in the project.

BOTTOM—A Washington, D.C., Department of Recreation instructor helps an elderly Sibley Plaza resident with a project in an arts and crafts class.

public housing management experience provides training for the firm's staff in managing the most difficult kind of subsidized housing. This training, in turn, can be applied to the management of other subsidized housing.

A reputation for managing this type of housing should, hopefully, help to attract more business, both from other sponsors of assisted housing and from conventional owners. The firm's financial interests, therefore, lie in managing a larger volume of assisted housing at satisfactory fees to both the management company and the sponsor.

Why should an LHA want to use a private



TOP—Clarence Brown, Shannon & Luchs Property Manager, (left) and Montana Terrace Resident Manager James McLemore discuss project problems and successes under the Turnkey II program.
BOTTOM—In the library of the elderly high-rise at Sibley Plaza, the Librarian helps an elderly resident look up a reference. Sibley Plaza is designed for elderly and large families and the library serves the entire community.

firm? Shannon & Luchs believes it has found some of the answers during the past year. Private management can provide decentralized, personal management that is difficult to get under the umbrella of a big-city LHA. For example, the onsite resident managers that live at Montana Terrace and Sibley Plaza have contributed significantly to the success of the projects. This has also led to a rapport with residents as human beings, rather than account numbers. As part of their regular jobs, property managers are expected to take responsibility for successful operation of a property even if it means weekend and late night work.

Competition historically brings quality with it. Better management would be the result of competition for contracts among private management firms. It would provide a mechanism for more rapid service and maintenance, which will, in turn, increase the physical life of the property and the conditions of people who live there. Montana Terrace and Sibley Plaza tenants find that most repairs are accomplished in about 24-48 hours. In addition, Shannon & Luchs' officers believe that knowing they can "go somewhere" within the company has contributed to the performance of their public housing onsite staff, from office assistants to resident managers. Conversely, knowing they could be removed from their positions also provides stimulus for improved performance.

Most important, private management would abolish the institutional label of public housing. This label has contributed greatly to the stigma now felt by many tenants of public housing. This stigma, in turn, seems to affect the care that many public housing tenants are willing to give their homes and the effort which they seem willing to put forward to improve their lives. Tenants at Montana and Sibley report that now they are living in housing "managed by Shannon & Luchs" rather than in government housing.

To an LHA, private management means tenants who are more satisfied with their living conditions. The result is better maintained and more financially sound properties, and, perhaps, fewer pressures for LHA management. An LHA can look forward to "uninstitutionalized" housing with cooperative tenants and a physical property that has a very real possibility of surviving the duration of the bond issues that created it.

Shannon & Luchs believes that a major effort of an LHA should go toward acquiring or producing the housing units. Managing it is another specialty. It requires the 24-hour-a-day resources of professional managers whose careers are built around service to clients. ☛

There are no slums in Huntington, West Virginia's most populous city; and city fathers confidently predict that the little remaining blight will disappear entirely within three years.

If this optimistic forecast prevails, credit will probably go to a 59-year-old former State amateur heavyweight boxing champion, Jess V. Short, affectionately dubbed "Robin Hood" by the local press.

Housing Commissioner Short operates out of City Hall, but he is often found in court, where the vigorous Code Enforcement Program he conducts has embroiled him in more than 150 cases. Remarkably, he has won them all. That even tops his ring mark of more than 50 wins against only a single loss by decision.

You go 150 and 0 in anything and you've got to be leading the league. And that is exactly where Huntington's stands with a Code Enforcement Program that has yet to use the first Federal dollar. Theodore R. Robb, HUD Philadelphia Regional Administrator, and Charles J. Lieberth, Pittsburgh Area Office Director, claim that the city's program is a model for the five-State region, if not the Nation.

Eliminating Blight

"We give Jess a couple of inspectors, part-time help from the city attorney's office and health department, a secretary, the complete cooperation of city council, an annual budget of about \$30,000, and turn him loose," says City Manager Edward A. Ewing. "Just look at the results! We've had code enforcement for a little over five years and have reached a point where, as soon as we complete our downtown renewal and get about 300 more units of public housing, there won't be a trace of blight in Huntington. This could happen as early as 1974."

The record supports this

rosy estimate. Commissioner Short, who retired from Huntington's fire department in 1961 and became a successful electrical contractor, took over as the city's first code enforcement officer in January 1966. Since then more than 600 residential and 170 commercial properties have been removed, including early demolition of a controversial four-block eyesore containing a stove foundry.

A couple of years ago Short and his small staff inspected the exterior of all single family homes (about 20,000) in Huntington. These efforts resulted in a flurry of repair work, painting, and the general uplifting of declining neighborhoods.

Winning In Court

In court battles with Short the losers have been some of the most prominent people in town. Astonishingly, the housing commissioner has retained their friendships; realtors, lawyers, doctors, and local politicians all dropped code enforcement decisions to the Huntington heavyweight. According to Short, "Took two city officials to court but we've been best of friends ever since!"

"But we've never taken an individual homeowner to court, only the owners of rental properties," Short is quick to point out. "And we've never been

turned down on a request to make an inspection, nor have we needed a court order for right of entry."

An early success over a prestigious local realty firm set a pattern for what was to follow. The company owned 200 pieces of substandard property and challenged Short to take them to court. He did, four times, after which the company tossed in the towel and, as Short puts it, "They've been my best customers ever since!"

While his perfect court record speaks for itself, Jess Short says that he gets greater satisfaction just by helping the disadvantaged. His outside pursuits include welfare, health, and public housing concerns which constantly immerse him in people problems.

More than a Job

Short recalls the helpless 77-year-old woman he found one day living alone in the most wretched conditions. Her shack had neither heat, gas, nor water, and she was suffering from malnutrition. Jess saw to it that she was placed immediately in a nursing home.

Another case involved a young couple and absentee landlord. The husband was blind and hospitalized; the wife was frantically trying to cope with a broken water heater and other

West Virginia's 'Robin Hood' of Housing



TOP LEFT—Huntington City Manager Edward A. Ewing (left) goes over remarkable code enforcement record with Housing Commissioner Jess V. Short.

RIGHT—This old stove foundry in the middle of a residential area was razed as a result of strict code enforcement.

BELOW—Before and after photographs of a rehabilitated house shows how code enforcement can make a neighborhood showpiece out of a former eyesore.



problems of substandard housing—like a landlord who could never be reached. They were technically ineligible for public housing, so Commissioner Short personally intervened and arranged to relocate the couple in decent private housing within their means.

"If all I did was haul people into court to get'em into compliance, this wouldn't be much of a job," Jess Short drawls. "I like to help the disadvantaged. It lets me sleep pretty easily at night."

City Manager Ewing credits his housing commissioner with having a hand in Huntington's Workable Program for Community Development as well as enforcing an outstanding Code Enforcement Program. "We have seen a growing pride in neighborhoods all over town. People now are fixing up their properties even before they're asked. Huntington believed in code enforcement, our city council backed Jess 100 percent, and it worked," Ewing says.

Commissioner Short credits this cooperation, a vigorous public information campaign, adoption of a nationally recognized code, and constant inspection "without fear, favor, or political influence" as the necessary ingredients for a successful code enforcement program. ☛

TENANTS' LAUNDROMAT



Mrs. Maria Refugio Infante and John E. Lewis are part of a group of residents who maintain and operate the laundromat in Aliso Village.

A shiny, well-kept laundromat in Los Angeles is the pride of tenants of two adjacent low-rent housing projects. They built it and they run it. The coin operated facility, set up by some of the residents of the Aliso Village-Pico Gardens projects, now produces income for use in other proposed community activities.

The laundromat is maintained by the residents and operates seven days a week, 6 a.m. to midnight. No automatic laundry was previously available on or near the HUD-aided projects. A group of residents who recognized this need, used imagination and enterprise to establish the laundromat.

In 1966, John E. Lewis, organizer and now president of the laundromat, moved into the Aliso Village-Pico Gardens project in the 1300 block of East First Street, Los Angeles. He was concerned at the time that housewives faced two undesirable choices in doing the wash. They could wash clothes in the apartment and carry them to the roofs of the three-story buildings for drying, or they could carry the clothes to the nearest commercial laundromat, a mile away.

He discovered that installing laundry facilities in housing projects was up to the local housing authority, not HUD. None had been supplied, although space was available for washers in individual apartments.

Mr. Lewis enlisted the help of a small group of concerned residents in setting up an automatic laundry. First, a vacant store on private property adjoining the project was spotted as the potential site of the business. Legal assistance was obtained from a private law firm since this help could not be obtained from a legal aid agency. Lawyers arranged for the group to be incorporated as a nonprofit corporation called APEX.

Financing for APEX came from the Methodist Church's Mission Enterprises Loan and Investment Corporation in New York following contact with a local unit of the organization. With the

financing—a \$47,000 loan at seven percent interest for five years—the newborn corporation was ready for business.

APEX leased the store, rehabilitated it, and bought the laundry equipment. In February 1970 the doors were opened, and the 30 washers and 14 dryers have been humming ever since.

The seller of the equipment trained certain residents to maintain the machines after the warranty expired. Each load of washing costs 25 cents and drying is free. A nursery also is set up in the laundromat, and volunteers take care of children while their mothers do the wash.

In the past two years despite a capacity operation and the cooperation of the tenants, the laundromat has been unable to break even financially. This is the result of high monthly premiums on the short term loan, insurance rates almost triple that normally charged for laundromats because of the location in a poverty area, and the fact that the State changed their tax status from nonprofit to profit and the taxes now assessed were not figured into the budget.

Tenants were originally paid \$1.65 per hour as laundromat attendants, but under the current financial stress they are no longer paid. Despite the threat that the operation may be forced to close down, the prices have not been raised. The support in the community to continue the project is very strong. This is the first time the tenants and surrounding community have had something they could call their own and of which they could be proud.

According to Lewis, the Apex Community Corporation is "proud that we have produced this much needed service. It's done a lot to upgrade the morale of the residents and show everyone that the residents can do something like this on their own. You can tell the women take pride in the laundromat by the way they keep it clean—because it's theirs."

Solutions for Urban Transit Problems

Throughout the world, the transportation industry faces problems of near crisis proportions. In the next 18 years in the United States alone, we must double the people and goods carrying capacity of our transportation systems. That does not mean just doubling the amount of equipment available. It means finding better equipment and safer, more economical, and faster ways of moving people and goods. It means developing integrated systems that make the best use of the transportation equipment available.

To further the goals of solving the transportation crisis and enhancing the urban environment, the United States is sponsoring a project unique in transportation history—the first world exposition totally devoted to transportation. Designated the United States International Transportation Exposition—or TRANSPO 72—the show will take place May 27 through June 4, 1972, at Dulles International Airport near Washington, D.C.

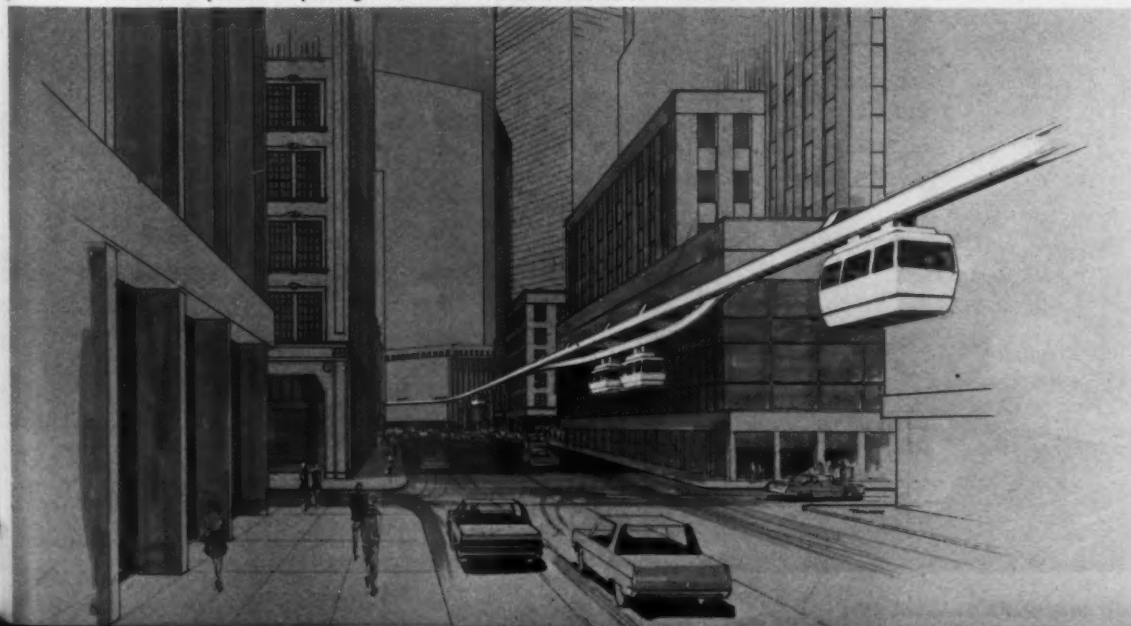
Nowhere is the transportation crisis more keenly felt than in our urban centers, where people grapple everyday with outmoded equipment, inadequate transit schedules, or no mass transit facilities at all. Pollution from cars smothers large and small cities. Rush hour traffic frays tempers, tires, minds, and bodies, and dents fenders and bumpers.

transpo **72**

Responding to Local Initiative

Transportation problems in the United States are not insurmountable, but the solutions will take time, professional guidance, and money. The attack on the problem began with preparation by HUD's Urban Transportation Administration of a book entitled *Tomorrow's Transportation*. Through a Government reorganization in 1968,

Personal Rapid Transit systems (PRT) in an urban environment are a welcomed form of progress, because they do not contribute pollution or noise. A suspended six-passenger vehicle will be demonstrated at TRANSPO 72.



the problem was handed over to the newly formed Department of Transportation.

The creation of the Urban Mass Transportation Administration (UMTA) within DOT is another step toward a solution. Authorized under the Urban Mass Transportation Assistance Act of 1970, UMTA has the resources to stimulate and respond to local initiatives to create public transportation systems which are having a significant impact on the physical, economic, and social well-being of urban communities.

UMTA has three main objectives—the first, to help save existing transit systems by providing capital grants for the purchase and replacement of transit vehicles and equipment; second, to help expand existing systems to better serve urban commuters; and third, to help design and develop new and better urban transportation systems of the future, such as the four Personal Rapid Transit systems which will be exhibited at TRANSPO 72.

UMTA Administrator Carlos C. Villarreal believes that properly planned, transit-oriented development can substantially improve the amenities of urban living. He points out that mass use of the automobile during peak rush hours can be self-defeating in terms of such community objectives as pure air, socially desirable land use, and enhanced quality of urban environment. Because of the interrelationships of transportation problems and urban development, HUD and DOT have both administered and researched the prob-

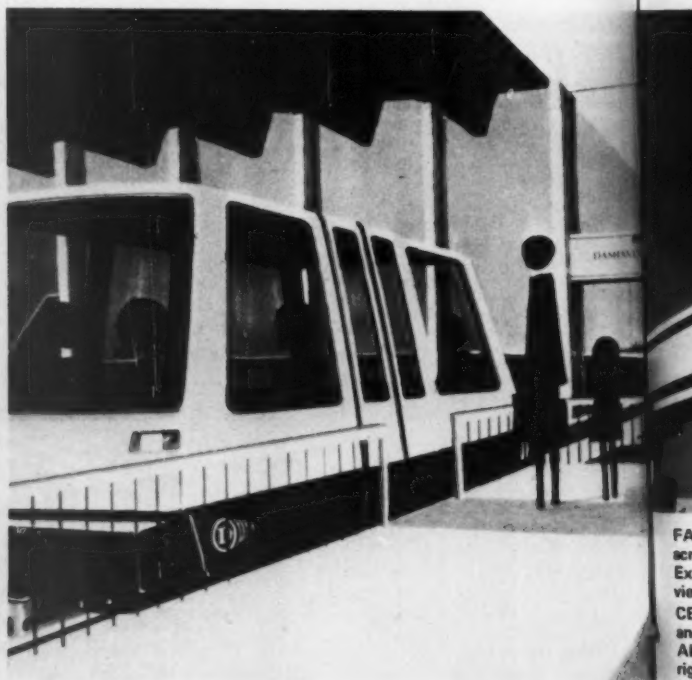
lems and programs.

TRANSPO 72

One of the results is TRANSPO 72. Authorized by Congress and developed and produced by the Department of Transportation, the Exposition has a dual purpose. On the market side it will bring together sellers and buyers of transportation equipment, products, and technologies from throughout the world—with the underlying aim of promoting sales abroad of U.S. products. On the public side, TRANSPO 72 will provide a first hand look at the new equipment, products, and technologies that will be put into use to alleviate the transportation crisis.

As a subsidiary benefit to both the market and the public, the Exposition will be the focal point of more than a dozen transportation and transportation-related seminars, symposia, and conferences. Experts from around the world will cover topics ranging from safety to esoteric technology—all gathered to find new solutions for old problems.

Some remarkable new urban transit concepts and equipment will be displayed. There will be four types of "people movers"—or personal rapid transit (PRT) systems. The basic concept, whether the system is elevated or at ground level, incorporates small modules carrying from four to 20 passengers and operated by computer or remote control. A passenger entering a module simply pushes a button to indicate his destination. The system can run on the ground or, most



desirable in urban centers, on elevated guideways with only air rights needed for minimal right-of-ways. In addition to urban areas, the PRT systems are suitable for airport areas, university campuses, and even in shopping centers. Most are powered by electric motors, eliminating pollution-causing gas propulsion fumes. Several types use the new linear induction motor power to the modules from a magnetic field. And one type even runs on a cushion of forced air. Similar conveyers have been installed in Cincinnati and Atlanta; other cities like St. Louis are in the process of building them.

The systems will operate during the Exposition and remain on the Exposition site for further tests. Then, at least one of the PRT systems will be placed in city use, and the test results will be available to any city government. Currently PRT systems are being used in Morgantown, W.Va., and in the Dallas/Fort Worth Regional Airport now under construction. In Morgantown the system connects portions of the West Virginia University campus with downtown. In Texas the people movers will shuttle passengers within the satellite terminal building to distant gates.

PRT is not the only new achievement important to urban development to be displayed at TRANSPO 72. Among the auto displays and demonstrations will be prototypes of non-polluting engines. Autos with special safety features also will be in operation. New equipment designed to make existing mass transit systems safer, faster, and more economical also will be on

view. Upgrading existing systems could eliminate current passenger complaints about the quality and speed of present urban mass transit service.

In support of the multi-modal approach to transportation problems, TRANSPO 72 will feature a systems approach, demonstrating how each link in the transportation chain ties to the next. Uniting systems not only preserves vital transportation links that might otherwise be abandoned, but also can bring new transit services to persons who would otherwise not have reasonable access to social and economic opportunities in the urban areas.

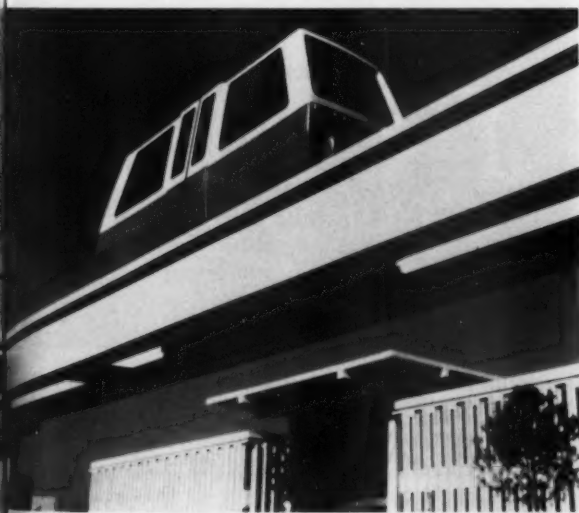
Mass Transit Decision-Makers

With the cooperation of many agencies and organizations, TRANSPO 72 will assemble city planners, mayors, State and regional transportation directors, and other urban transportation decision-makers to view the systems and products designed to ease and improve today's mass transit situation.

TRANSPO 72 will also focus on transportation problems outside the urban centers. The Exposition will include displays and demonstrations of such equipment as the tracked air cushion vehicle, high speed trains for city-to-city travel, airplanes capable of landing in the middle of cities, jet powered helicopters for fast short range air travel, and variety of other equipment now in use or planned for use in the near future.

Transportation not only meets the need of moving people from place to place, but also supplies people with food, clothes, furniture, household goods, and other material needs. Many new developments in freight handling move goods to people in urban centers at speeds never before possible—and these too will be featured at TRANSPO 72. Visitors will be able to inspect such products as automated freight handling equipment, containers that move from harbor to ship without ever being unloaded on a dock, huge helicopters that can unload a ship at sea and special containers that go from truck to train to truck.

What will all this mean to the city dweller who daily fights his way onto a crowded, poorly ventilated transit car and rides standing to his destination? TRANSPO 72, working in cooperation with many other Government agencies and departments, will assemble in one place the hardware and the manpower that can solve many of these problems. TRANSPO 72 will bring many of the solutions to public attention and allow planners to see the potential. TRANSPO 72 will also give the transportation user a chance to view the alternatives available, and find out what can be done to help turn the tide in the transportation crisis. ☞



FAR LEFT—Architectural model of TRANSPO 72 depicts 360-acre site at Dulles International Airport near Washington, D.C. Exhibition halls, outdoor programs, and waterfront displays will be viewed by an estimated 1.25 million visitors.

CENTER—Some PRT's are designed to hold four to 20 passengers and run at ground level.

ABOVE—Other systems are elevated and would need only air rights to operate in already crowded urban centers.

MAKE AMERICA BETTER an action program

At a board of directors meeting in Miami Beach, Fla., in 1968, an influential member of the National Association of Real Estate Boards (NAREB), speaking as a private, concerned citizen of a great country which had been wracked by urban riots, asked, "How have we gone wrong? What can we do right?"

Alexander Summer's argument was persuasive. The board of directors started a program to "Make America Better." They realized that housing cannot be provided in a vacuum and that jobs, vocational education, crime control, a brake on juvenile delinquency, and many other positive factors must also be provided.

The reaction from the boards of Realtors throughout the country was instantaneous. Realtors, by and large, are self-employed persons who must make a sale before they are paid; many of them work seven days a week. Yet, hundreds of thousands of these independent people have activated Make America Better projects.

Providing Recreation

One of the first projects was in Des Moines, Iowa, where the board of Realtors purchased a \$40,000 building for the use of under privileged youngsters. Soul Village was dedicated to recreation, educational advancement, and the oppor-

tunity for young people to take charge.

It was rough going at first. Rival factions fought for control, and a few months after the opening a bomb ripped out part of the back wall of the complex. Then cooler heads took over, adults became involved, and Soul Village became a place for personal development, recreation, crafts, music, sports, and—perhaps most important—a chance to get into higher education. Young people were provided a center to enjoy basketball, pool, ping pong, checkers, and other games. Two gifted young men found a place to rehearse spirituals. In addition, according to the director, more than 75 scholarships were processed through Soul Village last year.

Vocational Education

Numerous Make America Better projects have focused on development of young people. One unusual example is the vocational education activity in Dubuque, Iowa. There the board of Realtors bought a one-third acre lot so that vocational education students from the three local high schools could build a house and learn a trade.

When vocational education teachers attempted to obtain the help of the unions in the construction trades in organizing the project, they were met with foot-dragging hostility. But this attitude



TOP—Laraine Day, motion picture and television actress, confers with leaders of Soul Village in Des Moines, Iowa, one of the first projects developed under NAREB's Make America Better Program. The board in Des Moines donated a \$40,000 building for the use of disadvantaged young people in the area. More than 100 scholarships have been processed through Soul Village.

LEFT—Actress Laraine Day congratulates young men of Dubuque, Iowa, who built the house behind them on a lot donated by Dubuque Board of Realtors. This was one of hundreds of projects developed by NAREB under its Make America Better Program.

RIGHT—Public gatherings such as this one in Des Moines culminated in many NAREB Make America Better projects. Realtors offered leadership and called for cooperation in activities designed to help solve the major problems of America's cities and towns.



soon vanished. Journeymen began working with the boys, instructing them, and helping to finish the work. Dubuque Realtors not only provided the site and the impetus, but agreed to sell the property without fee so that profits could be used for scholarships and to buy another lot for similar development.

The Dubuque project served several functions. In addition to providing a house, it taught vocational skills to young people and at the same time gave more than a dozen young men the opportunity to make profitable use of time that might otherwise have been spent in idleness.

Activity is Key

The National Make America Better Program had six objectives and 43 proposals for action, a number of which were directed toward young people. *Activities* is a key word, since it was designed as an action program. NAREB was in an unusually favorable situation to take action; it has some 1,000 boards of Realtors and 50 State associations equipped to do something on the community, county, and State levels.

Small as well as large boards activated projects. The South Central board in southern Virginia, for example, has only about a dozen members in eight counties. Yet these Realtors, at a time when law enforcement officers were being reviled and physically assaulted, gave citations of approval and backing to area law officers.

Judges and other law enforcement officers also were prominent in another popular project—drug abuse education. This activity became widespread following the annual NAREB Convention in San Francisco in November 1969. At that time the Southern Alameda County board in Hayward, Calif., dramatized the evils of drug abuse when former drug addicts, who had spent about half their 30 years of life in prison, described the horrors of drug addiction.

As a result, Realtors in Amarillo, Texas, brought some of these same former drug addicts from San Francisco to talk before students in the high schools and junior high schools. In Glendale, Calif., Realtors sponsored a Glendale “happening” where students were taught drug abuse perils. Realtors in Dallas held a similar program to reach students. Former drug addicts visited every major city in Montana to counsel young people about drugs in a program underwritten by the State association of the boards of Realtors.

All Ages Benefit

The program was not only confined to young

people. Among the most spectacular projects was one developed in Bellingham, Wash. Realtors negotiated the purchase of a decaying building on the shore of a lake near the city as a place where mental patients and retarded persons from the State’s institutions could live in dignity and comfort. This was not a half-way house; the patients were there to stay.

The site provided many advantages—the natural beauty of the area covered with ferns and wild berries; the therapy of fishing, fruit-picking, and raising small animals; and the grandeur of the famous Washington evergreens. In less than two years, a dozen patients were discharged. The capacity of Blue Canyon is 25 patients. For each inmate in this facility the State of Washington saved \$190 per month, compared with the cost for mental patients in the regular State institutions.

A program in San Antonio, Texas, had at least one thing in common with Bellingham—the people assisted were short of money and recreational facilities. These included mostly young people living in a public housing project adjacent to a lot covered with broken glass and other debris. Realtors of San Antonio reclaimed the lot, built a softball diamond, installed bleachers, a scoreboard, and play equipment for the younger children. The playground is used constantly, and an additional benefit is the friendships developed between residents of the housing project and the downtown citizens.

One project that has proved to be popular is the “Light the Night” project. Realtors and cooperating groups in this program in several cities canvass neighborhoods urging residents to install night lights in the front and backyards as a deterrent to crime. Hundreds of these projects have been effective in curbing burglaries, robberies, assaults, and muggings. According to police chiefs in Oakland and San Leandro, Calif.; Indianapolis; Jersey City, Rahway, and Paterson, N.J.; and Washington, D.C., extra night lighting cuts down serious crime from 20 to 100 percent.

Similar Patterns

The accomplishments of Realtors in all these programs have several common elements—enthusiastic leadership and committee help, cooperation with other organizations and individuals, news media assistance, and members willing to donate time and money. Many Realtors have said that the program has enhanced the image of the profession in the community while serving the community’s needs. ☞

lines&numbers

Private housing starts top the two million mark. . . . Private housing starts for October 1971, seasonally adjusted, were at an annual rate of 2,050,000 units, 5% above the September rate of 1,948,000 units and 29% above the October 1970 rate of 1,583,000. Actual private starts for the current year through October are more than 500,000 units greater than the total for the comparable period last year. . . . The sum of privately owned housing units started and manufacturers' shipments of mobile homes were at a seasonally adjusted annual rate of 2,505,000 units in September 1971. This represents the thirteenth consecutive month that the combined total has exceeded two million units.

HUD accounts for nearly one-fourth of private housing production. . . . HUD assisted housing starts during the first 10 months of 1971 provided 406,000 units or 24% of the total private market. The anticipated total for 1971 will be the highest on record and can be expected to double the 1969 total of 220,000 units.

Private Housing Starts

Year	(Units in thousands)			Percent of Total		
	Number of Housing Units					
	HUD	VA	Conventional	HUD	VA	Conventional
1971 through 10/31	406	78	1,240	24	5	71
1970	417	61	956	29	4	67
1969	233	51	1,182	16	3	81
1968	220	56	1,232	15	4	81

Future support for HUD assisted production in the private sector is evidenced by the continuing high volume of applications for mortgage insurance. The number of applications received during the first 10 months of 1971 surpassed the 1970 annual total for homes and for multifamily projects—new construction. The rate of application for new construction assistance was more than double the 1968 rate.

Applications Received for HUD Mortgage Insurance

Year	(Units in thousands)			
	Home Mortgages		Project Mortgages	
	New	Existing	New	Existing
1971 through 10/31	312	644	198	13
1970	257	631	180	23
1969	158	608	75	8
1968	143	579	66	9

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